

BOMA

T O R O N T O

The Building Owners and Managers Association of the Greater Toronto Area

**BOMA TORONTO
Workshop Report**

March 2006

**ADDRESSING THE THREAT
TO COMMERCIAL BUILDINGS OF AN
AVIAN FLU PANDEMIC**

ADDRESSING THE THREAT TO COMMERCIAL BUILDINGS OF AN **AVIAN FLU PANDEMIC**

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PREFACE

At the time of writing this report, the World Health Organization, www.who.org pandemic alert remains unchanged at Level 3. Experts at the WHO believe that currently the world is closer to another influenza pandemic than at any other time since 1968, when the last of the previous century's three pandemics occurred. The world is presently at Level 3: a new influenza virus subtype is causing disease in humans, but is not yet spreading efficiently and sustainably among humans. In the event of the pandemic occurring, the medical community projects that 40% of the workforce will be unavailable for periods of 6 to 8 weeks.

In response to growing concern, BOMA Toronto delivered the Avian Flu Pandemic Workshop on February 14, 2006. The lecture presented by Dr. Donald Low (Microbiologist-in-Chief, Mount Sinai Hospital), reviewed the current status of the Virus H5N1 and the medical implications including the spread of the disease and its potential impact on the public. Dr. Low, laid out in clear language that it is not a matter of if, but when this virus will hit Canada. The H5N1 virus is spreading globally in migrating wild fowl.

Following the presentation, attendees participated in a workshop facilitated by BOMA Toronto's Emergency Management Committee. The goal was to provide our industry, Building Owners and Managers and its contractors with a structure and approach on how to best protect our "people" in the face of this global threat.

A list of recommendations was developed that addresses all disciplines of Building Operations, which were discussed and are presented herein.

We ask you, the reader, to review these recommendations with your corporate leadership and choose to incorporate part or all of these recommendations to protect your employees, the employee's of your tenants, your contractors and their families. Planning for strategies that can reach beyond your building boundaries to the communities in which your employees live and participate in will be the most effective means of minimizing the impact of this virus when it arrives in Canada.

BOMA Toronto would like to acknowledge the tremendous contribution of the members of the Emergency Management committee who developed and executed the program. Special thanks to committee member Randall Rothbart for securing Dr. Low and moderating the workshop and to committee chair Douglas Macy who developed the work plan, compiled the workshop results, wrote and presented this most comprehensive and valuable report. Thanks also go to David Snelgrove, Dot Jones and Phil Longton for their roles in guiding the workshop program,

Emergency Management Committee

Chair:	Douglas Macy
Members:	Phil Galin
	Dot Jones
	Neil Lacheur
	Robert Last
	Philip Longton
	Brett Reddock
	Randall Rothbart
	David Snelgrove
	Glenn Thornley

OBJECTIVE

This report is the concluding effort of the first stage of a three-stage process. The report is designed to present the reader with all of the suggestions put forward at BOMA Toronto's Avian Flu Pandemic Workshop held February 14, 2006.

The second stage is to have your corporate leadership review this report with an eye to identifying which of the recommendations they are willing to support.

Once the second stage has been concluded, with corporate support behind you, the third stage is to deploy the strategies identified across the entire corporation.

You will find that the employees of your tenants, contractors and your own employees will embrace your efforts as they will save time, money and potentially lives. Further, any strategy that can extend beyond your building into the communities where these people live will minimize the impact of this virus in the workplace.

INTRODUCTION

At the time of writing this report, the World Health Organization, www.who.org pandemic alert remains unchanged at level three. Experts at WHO and elsewhere believe that the world is now closer to another influenza pandemic than at any other time since 1968, when the last of the previous century's three pandemics occurred. The world is presently at Level 3: a new influenza virus subtype is causing disease in humans, but is not yet spreading efficiently and sustainably among humans.

Inter-pandemic phase	Low risk of human cases	1
New virus in animals, no human cases	Higher risk of human cases	2
Pandemic alert	No or very limited human-to-human transmission	3
New virus causes human cases	Evidence of increased human-to-human transmission	4
	Evidence of significant human-to-human transmission	5
Pandemic	Efficient and sustained human-to-human transmission	6

Image 1: WHO Phase of a Pandemic Alert

In response to a growing concern, BOMA Toronto delivered the Avian Flu Pandemic Workshop on February 14, 2006. The lecture presented by Dr. Donald Low, reviewed the current status of the Virus H5N1 and the medical implications including the spread of the disease and it's potential impact on the public.

The balance of this report is to provide our industry, Building Owners and Managers and its contractors with a structure and approach on how to best protect our "people" in the face of this global threat.

The Emergency Management Committee recommends that sufficient conditions exist to implement the mitigation stage of your companies emergency management plans. Please feel encouraged to use the information within this report to help enhance or develop your plans as it relates to the Avian Flu.

The Emergency Management Committee further recommends that if one or all of the following conditions are met, you may wish to move to the next stage of your emergency management plans:

Mitigation to Preparedness

1. The World Health Organization changes its rating from Level 3 to Level 4,
2. Birds are reported as having the H5N1 virus in North America
3. Human cases of the Avian flu are reported in North America
4. The Federal or Provincial governments are providing increased alerts about the Avian Flu Pandemic

Preparedness to Response

1. The World Health Organization changes its rating from Level 4 to Level 5
2. Birds are reported as having the H5N1 virus in Canada
3. Human cases of the Avian Flu are reported within Canada
4. The Federal, Provincial or Municipal governments are providing increased alerts about the Avian Flu with instructions for school and public building closures, limiting of public services.

METHODOLOGY

When creating the framework to address our industries' needs, we looked to the BOMA, FMA and RPA professional industry designations for the disciplines of Building Management. We created 8 groups focusing on the different disciplines of operating a building. These 8 disciplines are:

- 1. Communications:**
Communicating with Internal stakeholders, with Tenants, with the Public
- 2. Staff & Contractors:**
Internal stakeholders who work in the building
- 3. Building Systems:**
 - Mechanical, Digital & Environmental
- 4. Legal, Leases & Regulations:**
 - Access, restrictions, limitations, liability
- 5. Processes & Procedures:**
Managing and adapting the building to change
- 6. Tenants, Guests & the Public:**
Servicing the "fearless"
- 7. Leasing & Ongoing projects:**
Keeping the schedules and objectives on target
- 8. Budgeting & Accounting:**
Allowing for variances

Recent BOMA Forums have introduced and discussed the five pillars of Emergency Management. A methodology of addressing potential emergencies your property and people can be exposed to and how to best manage before, during and after an emergency occurs. These 5 Pillars of emergency management are defined as:

- A. Hazard Identification and Risk Assessment (HIRA):**
Activities to identify what could happen
- B. Mitigation:**
Activities to reduce or eliminate the disruption or exposure to the risk
- C. Preparedness:**
Activities performed to "get ready"
- D. Response:**
Activities to occur during or just after a disruption or event has occurred
- E. Recovery:**
Activities to return back to "normal"

Utilizing these definitions and this framework, the participants at the Avian Flu Pandemic Workshop were able to discuss the individual aspects of each discipline and how they interconnected with other disciplines. This framework, as presented in Image 2, made it easy for all in attendance to link the various disciplines of building management to each other when developing an Emergency Management Strategy to address the Avian Flu Pandemic.

Instruction was given to the audience, that when approaching this framework, the day's efforts were considered to be the Hazard Identification and Risk Assessment (HIRA). All of the planning and discussion should be used to populate the columns within the framework from Mitigation through to Response. There was not sufficient time to discuss the recovery portion.

Avian Flu Pandemic Workshop Report						
Definitions		HIRA	Mitigation	Preparedness	Response	Recovery
		A	B	C	D	E
Communications	1	Workshop ::: 2006-02-14				
Staff & Contractors	2		2B	2C	2D	
Building Systems	3		3B	3C	3D	
Legal, Leases & Regulations	4					
Processes & Procedures	5					
Tenants, Guests & the Public	6					
Leasing & Ongoing Projects	7					
Budgeting & Accounting	8		8B	8C		

Image 2: The Emergency Management Framework

Further, the audience was to consider the remaining columns or pillars of Emergency Management in terms of time. If one was to cross train staff so that they were able to perform functions within the building covering off for staff who were absent, then well in-advance of performing those tasks, the cross trained staff would need to be first trained on those tasks.

This would mean that during an Avian Flu outbreak, “**2D** and **3D**”, in the response stage, where Building Operators are absent and building systems require attention, then back-up personnel working on these building systems, would have required the training during the preparedness planning stage, Column “**C**”. As well, the cost for cross training (time for non- salaried employees, trainers, material) would have to be tracked in preparedness and in Budgeting and Accounting, “**8C**”.

The decision to cross training would be a mitigation strategy and that decision would have been made in “**2B**” and “**3B**”

Another strategy would be to prepare a set of “how to notes” when working with a specific piece of equipment. The decision to create these “how to notes” would be made in “**3B**”, budgeted for in “**8B**”, created by staff and/or contractors in “**2C**” and paid for in “**8C**”.

While these strategies may all seem pretty easy to accomplish, if you wait until you have a labour shortage caused by any emergency you will not be able to effectively manage your building for extended periods of time.

BOMA Toronto’s Emergency Management Committee is not promoting the replacement of skilled personnel with trained junior personnel equipped with “how to notes” as a long-term solution. We are suggesting that this strategy would be one of many solid recommendations for short periods of time that could help deal with a serious labour shortage as a result of an emergency.

The following sections will explore other recommendations put forward.

COMMUNICATION

Available tools: E-mails, Elevator news Network, Lobby Signage, Meetings, Websites, and Intranets.

Mitigation

- >> Define employees who perform essential duties, review org chart to assist in identifying best candidates
- >> Identify candidates who could be cross trained in the essential duties being performed
- >> Prepare and record lists of who is primarily skilled and who is cross trained to perform the essential duties
- >> Define the different messages, care should be taken with language, that will be communicated to the tenants: i.e; "signage requesting all suppliers and delivery persons to wash hands prior to entering building"
- >> Ensure tenants have contact lists for their employees and establish a contact list for the key tenant representatives
- >> Ensure you have a list of floor wardens
- >> Communicate a "staying home if sick" policy
- >> Communicate to tenants on when access may be refused
- >> Communicate with tenants, employees and staff legal implications of refusing access to tenants or suppliers
- >> Communicate with tenants, employees and public the legal obligation to keep building running
- >> Communicate with finance ensuring budgeting for overtime of employees
- >> Determine how to communicate the impact of delays in projects or construction
- >> Establish and communicate delivery restrictions to tenants spaces

Preparedness

- >> Order signage for the building instructing Public, Tenants on safe usage
- >> Instruct staff on new policies,
- >> Brief staff on how to deal with public, tenants during this emergency
- >> Communicate and train all staff and contractors on when access may be refused and how to refuse access
- >> Communicate and train staff on how to deal with breeches in security in a heightened state
- >> Regular meetings to get staff ready to take on more responsibilities in an emergency situation
- >> Establish hotline so staff, employees, tenants get regular updates

Response

- >> Track which floor wardens are on site on an ongoing basis
- >> Place signage in loading docks restricting access into the building
- >> Escorts by security where required
- >> Refusal of access as per instruction

STAFF & CONTRACTORS

Mitigation

- >> Staff illnesses (estimated to be 40%)
- >> Employees feel that they don't want to come to work because the environment at the office may not be safe
- >> Some employees refuse to come to work
- >> Contractors have staff shortages and cannot get goods or supplies and there is over demand and short supply
- >> Sick workers will come to work
- >> Privacy of health issues concerning employees
- >> Employees may have difficulty getting to work or not want to take the public transit
- >> Dead birds found within building have to be disposed of properly
- >> Review everything that staff does and try to set up business so that there is minimal contact between people and on services (or)
- >> Cleanliness of kitchen facilities used by staff and eating utensils, cleanliness
- >> Consider providing 1st responders personal protection equipment (PPE) like masks, gloves, hand wash disinfectant at the front desk, in staff rooms, and kitchens

Preparedness

- >> Communicable illness policies in place
- >> Deal with sick leave and ability of employees to take vacation days and sick days
- >> Paid leave issues to keep sick employees out of the workplace
- >> Require employees to stay out until all symptoms have disappeared
- >> Cross-training key employees
- >> Arrange for car pools, stock masks and gloves and hand sanitizers
- >> Educate staff about difference between a regular cold and symptoms of an Avian flu
- >> Make a policy that employee should stay at home or will be sent home if there is a suspicion that they do have Avian flu
- >> Have a policy on corporate travel and discourage travel to infected areas and ask that employees advise if they have been to an infected area
- >> Set out hygiene etiquette
- >> Ensure staff clean their own phone and keyboard daily prior to being used
- >> Arrange for staff to be able to work from home if possible and therefore must set up remote computer systems and back up systems
- >> Must bulk order goods that may be needed in order to get through a Pandemic
- >> Order PPE supplies

STAFF & CONTRACTORS (...CONTINUED)

Response

- >> Bar sick employee from entering workplace
- >> Put sanitizers into use together with gloves, masks and goggles
- >> Have critical staff working off site
- >> Identification of potentially infected people
- >> Reduced staffing levels and the limited availability of contractors will have an impact on our ability to run the property over a period of time
- >> Training and cross training of personnel will help minimize the impact of labour shortages
- >> A policy of having staff and contractors notify the company as soon as they become ill is important.
- >> Train and cross train all staff including reception and security
- >> Conduct a skills inventory identifying where we would be under supported if we had people off work
- >> Quarantine office space if employees are sick,
- >> Advise employees and contractors if employee who was sick was exposed to you during incubation period.
- >> Prioritize work and projects
- >> Rescheduling of work
- >> Issue PPE to 1st responders including Floor Wardens.
- >> Consider issuing PPE to contractors

BUILDING SYSTEMS

Mitigation

- >> Identify critical building systems, service schedules and primary personnel who maintain equipment
- >> Identify supplies and fuel levels required to maintain equipment and create new inventory levels which may be required to offset potential slowdown in or dependence on delivery
- >> Identify those systems that are supported by outside contractors

Preparedness

- >> Ensure price and delivery contracts are in place in the event of an emergency
- >> Consider the reduction of non-critical consumption rates
- >> Cross train maintenance personnel,
- >> Create quick notes/ check lists and procedures for cross trained staff
- >> Identify which systems can be operated remotely and which personnel would be responsible for the operation,
- >> Establish service schedules for remote operation of systems and who has access to these systems
- >> Consider extended working hours and flex schedules
- >> Establish resources sharing agreements within corporation & neighborhood buildings
- >> Centralize operations and establish call in centre for dispatch
- >> Consider ability to house key staff internally – stay at work
- >> Educate tenants on system limitations

Response

- >> Activate preparedness plans
- >> Maintain active employee roster per region ensuring ease of support at different properties

LEGAL LEASES & REGULATIONS

Mitigation

- >> Employers have obligation under Occupational Health and Safety Act to provide for a safe work place
- >> Tenants have a right of Quiet Enjoyment, so how do you deal with potentially restricting access to the building
- >> Will a Pandemic trigger a right to rely on a Force Majeure clause?
- >> New leases – is there anything you can do to deal with potential issues that you may have in a Pandemic situation
- >> Note that under section 43 of the Occupational Health and Safety Act any worker has the right to refuse work if he or she has reason to believe that the physical condition of the work place or work station is likely to endanger health or safety
- >> Can you restrict access to the building for tenants or invitees or public that you believe may have Avian flu?
- >> Employees that will either come to work when they should or come to work when they should not
- >> Tenants start defaulting because their businesses are suffering
- >> Some tenant or invitee will not leave when they are sick
- >> Establish corporate position on access, regulations, etc.

Preparedness

- >> Communicate corporate policy to tenants, employees, contractors and public
- >> Communicate when employees and contractors (1st responders) are to use gloves, masks and other materials to ensure safe work place
- >> Recommend Tenants and Contractors as employers have policies to pay employee when sick example cleaning contractor & security contractor
- >> Have sick leave policies in place and requirements for 10 day period after no symptoms (will want a certificate from doctor, Note: Can you get a certificate during pandemic?)
- >> Confirm that they should not come to work sick and if they do, they will be asked to leave
- >> Landlord has right under sophisticated leases to pass regulations and may wish to pass regulations that require tenants to have a policy in place relating to employees who are sick not coming to work and restricting access of tenants, invitees and guests to the building if the landlord has any reason to believe that they are sick
- >> Should landlord be taking steps to assist tenant in removing person from the building?
- >> Put in place regulations that require everyone coming into the building to pass through security and obey regulations passed. These regulations might include signs as they have in the hospital with rules such as :
 - Must wash hands upon entry
 - Sign in log
 - Tenant must notify landlord with list of sick employees
 - Restricted single point of entry
 - Must not come to work sick
 - May consider travel restrictions
 - May restrict services such as limiting cleaning services
 - May stop all visitors

Response

- >> Ensure one person and a back-up in the office is designated to manage health related issues ensuring that they are kept confidential and not shared with other employees
- >> Lease provisions that landlord has no liability and disclaims any liability for possible spread of any communicable disease throughout the building whether it be as a result of negligence, etc.
- >> Have forbearance agreements ready that may ask for indemnifiers or guarantors
- >> Must provide a safe work environment
- >> Consider the need to pass regulations for required access control of sick
- >> Manpower requirement for screening at points of entry

Recovery

- >> Rent relief for tenants who have a down turn in business

PROCESSES AND PROCEDURES

Mitigation

- >> Limit Access to Workers only
- >> Consider policies to restrict Visitors
- >> Establish Additional Security policies: I.E. Visitors must sign in and log out.
- >> Establish a corporate position supported by clauses within Leases as it relates to access control for health reasons
- >> Establish and communicate Hand Washing requirements
- >> Assume that a drop of 25-30 % in sales will affect your tenant's ability to pay rent, especially if you are restricting access to the retail space
- >> Create and communicate policies on "Stay at home if your sick"
- >> Prior to issuing these policies ensure that Corporate leadership is in support of these policies
- >> Get Tenant to buy in to these policies
- >> Get contractor and supplier buy in to these policies
- >> Order Hand sanitization for all washrooms, security/building reception desk, kitchens
- >> Hold Tenant staff and contractor Education Seminars to ensure building procedures are clearly distributed to all
- >> Identify non-critical activities in case a labour shortage cuts your ability to deliver services
- >> Establish consistent access control policies that can be maintained
- >> Identify and schedule cross training for key building functions

Preparedness

- >> Distribute Hand Sanitization for all washrooms, security/building reception desks, kitchens
- >> Issue PPE to 1st responders inclusive of Floor Wardens
- >> Consider issuing PPE to all building staff and contractors
- >> Establish a clean Kitchen policy, inclusive of a "Wipe down your own work space" policy
- >> Consider when it would be appropriate to restrict access to the building
- >> Order supplies and fuels for any essential equipment where wait times as a result of labour shortages would be detrimental to your ability to maintain the building operating
- >> Train all employees, contractors, tenants on what is expected of them during the upcoming emergency
- >> Order signage which reflects building policies
- >> Schedule Cross training of personnel on essential equipment
- >> Write quick notes on any essential equipment that may need to be serviced, inspected daily
- >> Maintain Written Operational/Maintenance Procedures and schedules

Response

- >> Restrict access to building
- >> Have employees working on essential building systems work at alternate times. Extend this policy to corporation and possibly neighborhood

TENANTS, GUEST & THE PUBLIC

Mitigation

- >> Provide Hand sanitizers & hand wash stations at entrances/exits and at/in washrooms
- >> Post signage providing preventative protocol to educate visitors & tenants. Include posters, e-mails, etc.
- >> Provide PPE for 1st response teams to ill persons or threats
- >> Identify who 1st responders are within facility and individual tenants
- >> Identify building access restrictions/protocols

Preparedness

- >> Educate & communicate with tenants the protocols, location of PPE, tenants responsibilities, assistance will be required
- >> Source PPE, sanitizers, supplies & equip and plan and implement protocol and availability for potential needs
- >> Communicate service level modifications if required

Response

- >> Implement & enforce protocols identified in previous stage
- >> Communicate to tenants, guest, public, frequently
- >> Monitor communication from health authorities

Recovery

- >> Communicate & hold post event meetings

LEASING AND ONGOING PROJECTS

Mitigation

- >> Discuss with contractors availability of back up due to illness
- >> Consider impact of Project delays
- >> Consider impact of delay in approvals of permit
- >> Consider impact on cash flow of reduced rents due to vacancy
- >> Examine use of technology to use
- >> Marketing a healthy building
- >> Develop standard lease form – examine Force Majeur, clarification
- >> Develop cross training for leasing and other building functions
- >> Determine what leasing functions can be performed offsite
- >> Develop e-mail lists at home offices

Preparedness

- >> Cross train employees to perform leasing
- >> Home office organized
- >> Request/obtain emergency plans of contractors
- >> Perhaps issue personal protection equipment for leasing staff
- >> Dialog with tenants re business continuity planning
- >> Leasing resumption planning

Response

- >> Close non-essential construction projects and leasing activities
- >> Lease “as is” to avoid responsibility of construction
- >> Temporary use of vacant premises by existing tenants mitigating rental loss
- >> Relocate personnel – social distancing

Recovery

- >> Re-marketing the building
- >> Resume leasing activity
- >> Resume construction

BUDGETING & ACCOUNTING

Primary activity is to allocate a budget/reserve for the pandemic

Mitigation

- >> Consider impact of loss of revenue
- >> Consider impact of potential liability
- >> Consider impact of unexpected expense
- >> Consider impact of staff illness associated with liability
- >> Consider impact of loss of staff inspection and operations capability
- >> Consider impact of threat to shutdown or slowdown of commerce
- >> Remote site inspection
- >> Conduct a risk analysis and implementation of recommendations and budget for same
- >> Quantify a reserve fund to cover a period of no revenue
- >> Investigate insurance for this type of emergency

Preparedness

- >> Implementation of plan, create champions of program to communicate program

Response

- >> Shortfall of budget

Recovery

- >> Recovery of funds, if contingency is not sufficient

COMMUNITY

Here is an excellent example of where the precautions we take can extend into our community. Where business can influence in a positive manner the communities where our employees work.

Mitigation

- >> Identify employees who have children who attend schools, daycares
- >> Identify employees who attend workout/health clubs, spa's
- >> Identify employees who attend other community based programs – religious, social, etc...
- >> Encourage employees of above to engage these services to participate in the preventative measures being discussed within these pages
- >> Hand washing facilities and signage should be considered
- >> Cautioning the sick to stay at home, parents should be encouraged to keep children with mild colds and fevers at home
- >> Report any dead birds in the area immediately to local municipal authorities

Preparedness

- >> Ask employees to consider suspending their activities at facilities that do not have a hand washing policy in place, or a “stay at home if your sick” policy in place
- >> Consider donating time and resources to those communities in need of leadership in delivering these health programs.

Response

- >> Ensure employees track their usage of their community facilities
- >> Employees need to report any sightings of dead birds or ill persons

SUMMARY OF RECOMMENDATIONS

by Emergency Management Pillar

B. Mitigation

1. Communication

- >> Make factual information available
- >> Establish corporate policy on communication, messages and wording
- >> Maintain list of whom to contact ensuring e-mail, cell phones, and home numbers are listed
- >> Establish relationship within corporation to share resources, within neighborhood, get corporate buy in for program

2. Staff & Contractors

- >> Identify personnel who support essential building equipment
- >> Identify who within org chart can be cross trained to support personnel who service essential equipment
- >> Identify what equipment staff & contractors will need to address issues unique to this emergency – PPE
- >> Identify what supplies staff & contractors will require which take an unusually long time to acquire

3. Building Systems

- >> Identify critical building systems, service schedules and primary personnel who maintain equipment
- >> Identify supplies and fuel levels required to maintain essential equipment and create new inventory levels to support slowdown in or dependence upon distribution channel
- >> Identify those systems that are supported by outside contractors

4. Legal, Leases & Regulations

- >> Establish corporate position on access,
- >> Establish with tenants in advance of any potential conflict regulations as it relates to leases and access control

5. Process & Procedures

- >> Establish realistic “stay at home if your sick” policies for internal staff, contractors;
- >> Get Tenant buy in on encouraging staff to stay at home
- >> Get corporate buy in on process and procedures being considered – i.e mandatory hand washing once entering the building for all, including deliveries;
- >> Establish roles of Floor Wardens as 1st responders in the event Tenant staff are non-cooperative

Mitigation (...CONTINUED)

6. Tenants, Guest & the Public

- >> Consider ordering hand sanitizers and hand washing stations at all entrance ways, reception desk, washrooms
- >> Communicate building protocols to public with signage that clearly restrict usage

7. Leasing and Ongoing Projects

- >> Examine production schedules and ability to delay completion schedules should labour supply shrink by 40%
- >> Delays may also be in the issuing of permits

8. Budgeting & Accounting

- >> Establish contingency fund for the Pandemic
- >> Include in contingency fund purchases of Hand wash stations, hand disinfectant, increase in cleaning solutions for common areas, PPE for 1st responders,
- >> Include in contingency fund provision for signage ie: distributing messages, printing costs, increased paper costs
- >> Include in contingency fund increased labour costs for overtime, training costs

C. Preparedness

1. Communication

- >> Up date tenant contact lists, contractor contact lists, employee contact lists and distribute to key leadership
- >> Order signage for lobby and washrooms,
- >> Communicate and train key stakeholders including tenant representatives, contractors and employees on corporate position
- >> Establish call in centre or call in procedure to track employee & contractor attendance across the whole corporation
- >> Initiate shared resources program within corporation and neighborhood

2. Staff & Contractors

- >> Instruct staff on new policies
- >> Start cross training plan, with employees who operate critical building systems
- >> Communicate and train staff on how to deal with breeches to security
- >> Hold regular meetings to get staff prepared to take on additional duties – maintain schedule of tasks and who is prime for completion
- >> Consider using flex hours schedule longer shifts, travel at non peak travel times,
- >> Keep Floor Wardens in the loop on strategies and hold regular meetings with them

3. Building Systems

- >> Order supplies, ensure price and delivery contracts reflect building needs and can not be increased randomly
- >> Create quick notes for essential building systems to be used by secondary personnel
- >> Create and maintain maintenance and service schedules for all building systems
- >> Keep records of these schedules in easy to find areas known by others not in the department
- >> Establish emergency contact criteria for contractors if systems are supported by outside vendors
- >> Establish which buildings can be managed remotely

4. Legal, Leases& Regulations

- >> Hold informal chats with key stakeholders on “force majeure” issues. The key stakeholders would be defined as anyone who has a service level agreement clause and may be affected by a labour shortage
- >> Communicate corporate sick leave policies and exception rules

Preparedness (...CONTINUED)

5. Processes and Procedures

- >> Train staff & contractors to new procedures on restricting access in the event of them being sick
- >> Meet regularly with staff to ensure that Policies and procedures are clearly being followed by all
- >> Meet with key Tenants to ensure they understand the changes being discussed and implemented
- >> Establish a clean work station policy where users are to wipe down their own phones and key boards at the start of each day
- >> Establish a clean Kitchen Policy where tenants are to ensure the kitchen counters and coffee appliances are cleaned
- >> Discuss the need to restrict access to delivery personnel

6. Tenants, Guests & the Public

- >> Encourage all entering the premises to observe the new signage and visitor requirements
- >> Maintain hand sanitation dispensers at all entrance ways
- >> Wipe down common areas, door knobs and elevator buttons frequently
- >> Communicate service level changes where affected

7. Leasing and Ongoing Projects

- >> Adjust schedules for delays
- >> Cross train employees to perform leasing
- >> Discuss with contractors their business continuity plan and how they are preparing for this emergency
- >> Consider issuing PPE for leasing staff

8. Budgeting & Accounting

- >> Implement/purchase those items supported by corporate leadership
- >> Establish program champions ensuring resources are used to fullest and are not squandered
- >> Record all purchases within contingency fund for future reconciliation

D. Response

1. Communications

- >> Distribute accurate information regularly, even if information is being repeated
- >> Stay in contact with all key stakeholders
- >> Activate call centre methodologies tracking who is in at work and what projects they are working on
- >> Maintain dialogue with corporate resources and neighborhood resources
- >> Track which Floor Wardens are on site
- >> Initiate corporate business continuity plans

2. Staff & Contractors

- >> Send sick staff home
- >> Deploy PPE to first responders
- >> Consider deploying PPE to all staff & contractors
- >> Have all staff & contractors call in if sick
- >> While wearing PPE, wipe down any workstation where an employee who has called in sick works at
- >> Clean all common area buttons, knobs on a regular basis

3. Building Systems

- >> Maintain active employee roster per region ensuring ease of support at different properties
- >> Maintain work schedules on building systems and record completions

4. Legal, Leases & Regulations

- >> Try to maintain privacy of individuals at home sick
- >> Prepare forbearance agreements with indemnifiers

5. Processes and Procedures

- >> Restrict access to building
- >> Have employees working on essential building systems work at alternate times. Extend this policy to corporation and possibly neighborhood. Tenants, Guest & The public
- >> Implement & enforce protocols identified in previous stage
- >> Communicate to tenants, guest, public, frequently
- >> Monitor communication from health authorities

7. Leasing & Ongoing projects

- >> Communicate the possibility of delays in delivery of project, materials, etc..
- >> Maintain an optimistic view
- >> Lease as is

8. Budgeting & Accounting

- >> Track all purchases

TEN THINGS YOU NEED TO KNOW ABOUT PANDEMIC INFLUENZA

by The World Health Organization, www.who.org

1. Pandemic Influenza is different from Avian Influenza.

Avian Influenza refers to a large group of different Influenza viruses that primarily affect birds. On rare occasions, these bird viruses can infect other species, including pigs and humans. The vast majority of Avian Influenza viruses do not infect humans. Influenza pandemic happens when a new subtype emerges that has not previously circulated in humans.

For this reason, Avian H5N1 is a strain with pandemic potential, since it might ultimately adapt into a strain that is contagious among humans. Once this adaptation occurs, it will no longer be a bird virus-it will be a human Influenza virus. Influenza pandemics are caused by new influenza viruses that have adapted to humans.

2. Influenza pandemics are recurring events.

Influenza pandemic is a rare but recurrent event. Three pandemics occurred in the previous century: "Spanish Influenza" in 1918, "Asian Influenza" in 1957, and "Hong Kong Influenza" in 1968. The 1918 pandemic killed an estimated 40-50 million people worldwide. That pandemic, which was exceptional, is considered one of the deadliest disease events in human history. Subsequent pandemics were much milder, with an estimated 2 million deaths in 1957 and 1 million deaths in 1968.

A pandemic occurs when a new Influenza virus emerges and starts spreading as easily as normal Influenza - by coughing and sneezing. Because the virus is new, the human immune system will have no pre-existing immunity. This makes it likely that people who contract pandemic Influenza will experience more serious disease than that caused by normal Influenza.

3. The world may be on the brink of another pandemic.

Health experts have been monitoring a new and extremely severe Influenza virus – the H5N1 strain – for almost eight years. The H5N1 strain first infected humans in Hong Kong in 1997, causing 18 cases, including six deaths. Since mid-2003, this virus has caused the largest and most severe outbreaks in poultry on record. In December 2003, infections in people exposed to sick birds were identified.

Since then, over 100 human cases have been laboratory confirmed in four Asian countries (Cambodia, Indonesia, Thailand, and Viet Nam), and more than half of these people have died. Most cases have occurred in previously healthy children and young adults. Fortunately, the virus does not jump easily from birds to humans or spread readily and sustainably among humans. Should H5N1 evolve to a form as contagious as normal Influenza, a pandemic could begin.

4. All countries will be affected.

Once a fully contagious virus emerges, its global spread is considered inevitable. Countries might, through measures such as border closures and travel restrictions, delay arrival of the virus, but cannot stop it. The pandemics of the previous century encircled the globe in 6 to 9 months, even when most international travel was by ship. Given the speed and volume of international air travel today, the virus could spread more rapidly, possibly reaching all continents in less than 3 months.

5. Widespread illness will occur.

Because most people will have no immunity to the pandemic virus, infection and illness rates are expected to be higher than during seasonal epidemics of normal influenza. Current projections for the next pandemic estimate that a substantial percentage of the world's population will require some form of medical care. Few countries have the staff, facilities, equipment, and hospital beds needed to cope with large numbers of people who suddenly fall ill.

6. Medical supplies will be inadequate.

Supplies of vaccines and antiviral drugs – the two most important medical interventions for reducing illness and deaths during a pandemic – will be inadequate in all countries at the start of a pandemic and for many months thereafter. Inadequate supplies of vaccines are of particular concern, as vaccines are considered the first line of defence for protecting populations. On present trends, many developing countries will have no access to vaccines throughout the duration of a pandemic.

7. Large numbers of deaths will occur.

Historically, the number of deaths during a pandemic has varied greatly. Death rates are largely determined by four factors: the number of people who become infected, the virulence of the virus, the underlying characteristics and vulnerability of affected populations, and the effectiveness of preventive measures. Accurate predictions of mortality cannot be made before the pandemic virus emerges and begins to spread. All estimates of the number of deaths are purely speculative.

WHO has used a relatively conservative estimate – from 2 million to 7.4 million deaths – because it provides a useful and plausible planning target. This estimate is based on the comparatively mild 1957 pandemic. Estimates based on a more virulent virus, closer to the one seen in 1918, have been made and are much higher. However, the 1918 pandemic was considered exceptional.

8. Economic and social disruption will be great.

High rates of illness and worker absenteeism are expected, and these will contribute to social and economic disruption. Past pandemics have spread globally in two and sometimes three waves. Not all parts of the world or of a single country are expected to be severely affected at the same time. Social and economic disruptions could be temporary, but may be amplified in today's closely interrelated and interdependent systems of trade and commerce. Social disruption may be greatest when rates of absenteeism impair essential services, such as power, transportation, and communications.

9. Every country must be prepared.

WHO has issued a series of recommended strategic actions [pdf 113kb] for responding to the influenza pandemic threat. The actions are designed to provide different layers of defence that reflect the complexity of the evolving situation. Recommended actions are different for the present phase of pandemic alert, the emergence of a pandemic virus, and the declaration of a pandemic and its subsequent international spread.

10. WHO will alert the world when the pandemic threat increases.

WHO works closely with ministries of health and various public health organizations to support countries' surveillance of circulating influenza strains. A sensitive surveillance system that can detect emerging influenza strains is essential for the rapid detection of a pandemic virus.

Six distinct phases have been defined to facilitate pandemic preparedness planning, with roles defined for governments, industry, and WHO. The present situation is categorized as phase 3: a virus new to humans is causing infections, but does not spread easily from one person to another.

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**ADDRESSING THE THREAT
TO COMMERCIAL BUILDINGS OF AN
AVIAN FLU PANDEMIC**